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JUN 11 1984

MEMORANDUM FOR: Director of Security

FROM: Robert W. Magee
Director of Personnel

SUBJECT: Office of Security Grade Progression Study

1. This memorandum responds to a request made by [] C/OS/PMS, regarding the grade progression of officers within the Office of Security. Using the guidelines given by [] the Human Resources Planning Staff (HRPS) has completed an analysis of the headroom problems created when different promotion strategies are applied to grades 11 through 13. The analysis incorporates projections covering the FY 1984 through FY 1988 time period.

25X1

25X1

2. The four models described below were created to display the results of the promotion alternatives suggested by [] HRPS worked closely with the OS Personnel Staff to ensure that the models resembled actual conditions. Each model contained the actual number of employees in each grade at the beginning of FY 1984. Their continuing accumulated time-in-grade was used to project their promotion eligibility, and all employees were promoted according to the actual semi-annual schedule used in the Agency. It should be noted that the OS minimum time-in-grade guidelines were utilized for these projections. These guidelines vary slightly from those of the DDA which stipulate 9 months in grade as a GS-11, 11 months as a GS-12, and 17 months as a GS-13. The assumptions concerning attrition, hiring, and ceiling changes were made as realistic as possible. Attrition was projected for each grade based on historical data. The models incorporated the hiring policy suggested by OS which included 30 percent of the new professional hires entering OS at GS-07, 60 percent at GS-09, and 10 percent at the GS-11 level. It also was assumed that the officer ceiling would be increased by ten each year, of which three positions would be allocated at the GS-12 level and seven positions at GS-13. OS Personnel also specified that 15 GS-13s would be promoted to GS-14 each year.

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3. Headroom did not restrict the promotion of GS-10s or GS-11s in any of the models created.

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a. MODEL 1:

This model promoted the employees according to the semi-annual schedule after they had achieved the minimum time-in-grade set by the Office of Security. If this strategy is carried out for 5 years, we can see headroom problems beginning in June 1985 for the promotion of GS-12s to GS-13.

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b. MODEL 2:

(1) The promotion strategy utilized in this model promoted the professionals up to the GS-12 level according to the minimum time-in-grade limits set by OS. The promotion of GS-12s to GS-13 was changed to include approximately one-half of the group for promotion to GS-13 after accumulating 2 years in grade and the remaining half after 2 1/2 years.

(2) Using this strategy, headroom problems would be encountered during the second phase of promotions, June 1986.

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c. MODEL 3:

(1) After achieving the desired minimum time-in-grade, employees in grades 7 through 11 were promoted in accordance with the semi-annual schedule. However, a combination of three time periods were applied to the promotion of GS-12 to GS-13 candidates. Twenty-five percent of the candidate group was considered for promotion to GS-13 after accumulating 2 years in grade, a second 25 percent after 2 1/2 years, and the remaining candidates were eligible after accumulating 3 or more years in grade.

(2) Headroom problems are not projected in this scenario until June 1987.

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d. MODEL 4:

(1) This final version of the model combined two different promotion policies. The minimum time-in-grade promotions were no longer universal from the GS-11 level. Fifty percent of the GS-11 candidate group was considered for promotion to GS-12 at 1 year in grade, the remaining candidates were to be promoted after accumulating 18 months in grade. The promotion alternative for GS-12s in model 3 also was applied in this model.

(2) When these two promotion strategies were combined and applied to the officers, headroom limitations did not restrict promotions within the entire 5-year projection. It should be noted that in June 1988, all of the available headroom is used to promote all of the eligible GS-12s to GS-13.

4. It is clearly evident that while minimum time-in-grade promotions, as in Model 1, give more benefits to the employees who are currently in grades 11 or 12, employees advancing into these grades after June 1985 would encounter increasing delays in their grade progression because of the headroom constraints. Model 4 is more appropriate to apply when significant promotion delays are of major concern.

Robert W. Magee

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Attachments:

- A. Charts
- B. Dynamo Computer Model

Distribution:

- Original & 1 - Addressee
 - 1 - D/OP
 - 1 - DD/PA&E
 - 1 - DDA Projects
 - 1 - Chrono
 - 1 - NED working file
 - 1 - Stayback

OP/HRPS/ [] (16MAY1984)

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